

# SYLLABUS

## Analysis of consumer satisfaction , 2016-2017

### 1. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

### 2. Course information

2.1	Course teacher	<b>Analysis of consumer satisfaction</b>									
2.2	Course teacher	PhD Lecturer Isac Nicoleta									
2.3	Seminary/laboratory teacher	PhD Lecturer Isac Nicoleta									
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	M

### 3. Time distribution

3.1	Number of hours per week	4	3.2	cours	2	3.3	S / L / P	2
3.4	Total hours from curriculum	56	3.5	cours	28	3.6	S / L / P	28
Time distribution								94 h
Study the textbook, course support, bibliography and notes								20
Further reading in the library, on the online platforms and field								32
Preparing seminars, homework, portfolios and essays								40
Tutoring								-
Examination								2
Other activities								-
3.7	Total hours of individual study	94						
3.8	Total hours per semester	150						
3.9	Number of credits	6						

### 4. Prerequisites

4.1	of curriculum	Elements of economics
4.2	of competences	capacity of analysis, synthesis, divergent thinking

### 5. Requirements (where appropriate)

5.1	For courses	-
5.2	For seminars	-

### 6. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment; C2 Making decision scenarios and forecasting their potential impact; C3 Assuming the business decision and planning its implementation; C4 Applying strategic management systems under certainty, uncertainty and risk; C5 Revaluating the entrepreneurial skills in a competitive environment; C6 Analyzing and interpreting market information for decision making in business; C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

### 7. Course objectives (based on the specific acquired competences)

7.1 General objective	Analysis of customer satisfaction aims to deepen the students' knowledge needed to identify the key elements for understanding and shaping consumer behavior, determining the defining elements in shaping decision-making process of buying and consumption and identify all categories of factors, both exogenous and endogenous influence consumer behavior. Study of discipline is needed to adapt the marketing mix to targeted customer segments.
7.2 Specific objectives	A. Cognitive objectives

	<ul style="list-style-type: none"> <li>- deepening consumer behavior research issues;</li> <li>- deepen the analysis of concepts specific products and services in terms of purchasing decision making and consumer behavior</li> </ul> <p>B. Procedural objectives</p> <ul style="list-style-type: none"> <li>- development skills necessary for integration of behavioral studies results in marketing strategy of an organization</li> <li>- operational behavioral studies to identify consumer loyalty</li> <li>- Growing constructive attitudes in various organizational contexts</li> </ul>
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## 8. Course contents

8.1. Course		Nr. ore	Teaching method	Observations
1	defining and features of consumer behavior	3	lecture and debate	
2	Buying decision process	3		
3	Factors endogenous that influence consumer behavior	2		
4	Factors exogenous that influence consumer behavior	2		
5	Schemes used in consumer behavior	3		
6	Models of consumer behavior	3		
7	Studying aspects of consumer behavior	3		
8	Qualitative research techniques	3		
9	Consumer behavior in competitive environment	2		
10	Intentions and attitudes of buying	2		
11	Consumer motivation	2		

### References

1. Doyle Peter, Stern Philip, *Marketing, management and strategy*, Ed. Prentice Hall, 2006
2. Bruhn M, *Customer orientation. The foundation of successful business*, Ed. Economica Bucuresti, 2001
3. H Kassanjian. T S Robertson. *Perspectives in Consumer Behavior*, Glenview, III: Scott, Foresman and Co, 1991
4. Breithaupt, T., " *Ten steps to sales success* ", Ed. Codecs, 2005, p. 157
5. Olteanu, V. (coord.), *Marketing research*, Ed. Fundației România de Măine, București, 2000
6. Porter, M.E.- *Competition strategy. Manual survival and growth of firms in the market economy*, Ed. Teora, București, 2001
7. McEwen, William J. *Brand strength*, Ed. Allfa, Bucuresti, 2008
- 8 Anders Bengtsson , A. Fuat, *Brand Literacy: Consumers Sense- Making of Brand Management*, Advances in consumer research , vol.3, 2006
- 9 Kevin Cacioppo, *Measuring and managing customer satisfaction*, Quality Digest Magazine, 2000

8.2. Seminar		No. h	Teaching method	Observations
1	Choice of organization and activity analysis	3	•conversation •debate	* project with presentation of the each topics
2	Organization management	3		
3	Price policy	2		
4	Product policy	2	•dialogue	
	Promote policy	3	•teamwork	
5	Strategies of management and marketing	3	Case study	
6	Strategies of marketing	3		
7	Analysis of market strategy	3		
8	Research on consumer satisfaction	3		
9	Trends regarding the future of the company	3		

### References

1. Bruhn M, *Customer orientation. The foundation of successful business*, Ed. Economica Bucuresti, 2001
2. Porter, M.E.- *Competition strategy. Manual survival and growth of firms in the market economy*, Ed. Teora, București, 2001
3. Anders Bengtsson , A. Fuat, *Brand Literacy: Consumers Sense- Making of Brand Management*, Advances in consumer research , vol.3, 2006

4. Kevin Cacioppo, *Measuring and managing customer satisfaction*, Quality Digest Magazine, 2000

\* NOTES:

1. The seminars consists of projects, direct interventions, debates, teamwork etc., activities considered in the final evaluation.
2. The projects are conducted in teams.
9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.

- fairness and accuracy using managerial concepts and theories learned in the discipline - epistemic community representatives will meet expectations / academic in the field of economics
- procedural and attitudinal competencies to be acquired in the discipline - will meet representatives of professional associations and employers' expectations of economic medium

10. Evaluation

Activity	10.1 Evaluation criteria	10.2 Evaluation method	10.3 Percent
10.4 Cours	written exam: the quality and consistency of treating subjects	Final evaluation.	50%
10.5 Seminary / Homework	- analyzing student's products and interventions during the seminars - student's participation in project making and presentation	-Presentation of the project -Quiz	10% 40%
10.6 Minimum standard of performance	1. Knowledge about consumer behaviour, understanding the process and the main activities		

Completion date,  
15.09.2016

Course teacher,  
PhD Lecturer Isac Nicoleta

Seminar teacher,  
PhD Lecturer Isac Nicoleta

Date of approval of the Board department,  
30 .09. 2016

Head of department,  
(provider)  
Phd.Assoc Prof. Daniela Mihai

Director de departament,  
(beneficiary),  
PhD Assoc. Prof. Daniela Mihai

# FIȘA DISCIPLINEI

Decision making by methods of operational research , 2016-2017

## 1. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	<b>Management and Business Administration</b>
1.4	Field of studies	<b>Management</b>
1.5	<b>Cycle of studies</b>	Master
1.6	Program of studies / qualification	<b>Strategic Management and Business Development / Manager</b>

## 2. Course information

2.1	Name	<b>Decision making by methods of operational research</b>									
2.2	Course teacher	<b>PhD Assistant Professor Doruleț GRĂDINARU</b>									
2.3	Seminar teacher	<b>PhD Assistant Professor Doruleț GRĂDINARU</b>									
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	M

## 3. Total estimated time

3.1	Number of hours per week	4	3.2	of which course	2	3.3	Project	2
3.4	Total hours from curriculum	56	3.5	of which course	28	3.6	Project	28
<b>Time distribution for individual study</b>								94h
Study the textbook, course support, bibliography and notes								28
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								30
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study			94				
3.8	<b>Total hours per semester</b>			<b>150</b>				
3.9	<b>Number of credits</b>			<b>6</b>				

## 4. Prerequisites (where appropriate)

4.1	of curriculum	Management Production Management Mathematics Applied in Economics
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

## 5. Requirements (where appropriate)

5.1	for courses	Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

## 6. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment C2 Making decision scenarios and forecasting their potential impact C3 Assuming the business decision and planning its implementation C4 Applying strategic management systems under certainty, uncertainty and risk C5 Reevaluating the entrepreneurial skills in a competitive environment C6 Analyzing and interpreting market information for decision making in business
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

## 7. Course objectives

7.1	General objective	Developing students' abilities and skills of using the main methods of operational research in decision making on mathematical bases.
7.2	Specific objectives	A. Cognitive objectives 1. Knowing and understanding the concept of operational research; 2. Working with algorithms specific to decision theory and optimization processes; 3. Acquiring linear programming models, graph theory, game theory and decision theory;

	<p>4. Explaining, interpreting and approaching scientifically the complex problems that occur in company management, in order to develop the best decisions; 5. Defining correctly the subject of "Decision Making by Methods of Operational Research" and establishing its connections with other economic sciences.</p> <p>B. Procedural objectives</p> <ol style="list-style-type: none"> <li>Solving applications and case studies related to decision making using algorithms of operational research;</li> <li>Identifying concrete situations to apply the methods of operational research;</li> <li>Familiarizing students with completing the steps of operational research in solving the problems of an organization;</li> </ol> <p>C. Attitudinal objectives</p> <ol style="list-style-type: none"> <li>Ability to work in a team</li> <li>Respect in the rules of professional deontology based on explicit value</li> </ol>
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### 8.Course contents

8.1. Course		No. of course hours	Teaching methods	Observations
1	The economic decision making process. Management methods and techniques using the decision theory	4	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	Formulating the problem of linear programming (LP). Models of LP problem. The geometric interpretation of LP problem	4		
3	Simplex methods for solving the LP problems. The primal and dual simplex algorithm. Determining optimal solutions	2		
4	Transport-type linear programming	2		
5	Problems of repartition and distribution. Labor allocation	2		
6	The game theory. Solving matrix games by reduction to linear optimization problems	4		
7	The graph theory. Optimal roads in graphs. Trees	4		
8	The expectation theory. Performance criteria of a waiting system	4		
9	The theory of stocks. Deterministic and stochastic storage models	2		

#### Bibliography

- Filip, F.G., **Decision support systems**, Tehnica Press Publishing House, 2007
- Filip, F.G., **Computer aided decision**, Tehnica Press Publishing House, 2007
- Dimitriu, S., **Analysis of decisions**, Matrix Rom Publishing House, 2013
- Firică, O., **Models for making decision in management organization**, Matrix Rom Publishing House, 2013
- Postăvaru, N., **Decision and forecast**, Politehnica Publishing House, 2012
- Popa, I.A., **Systems support decisions adopted organizations**, Economica Publishing House, 2009
- Dobre, I., **Decision theory**, ASE Publishing House, 2007
- Russu, C., Nicolescu, O., **Minidictionary of management**, Pro Universitaria Publishing House, 2011
- Trifu, A., **Universul multidimensional al deciziei ( Decision of multidimensional universe)**, Economica Publishing House, 2009
- Hartulari, C., Dobre, I., **Decision support systems**, ASE Publishing House, 2009
- Atanasiu, V., **Mathematical modeling. Theory and applications**, ASE Publishing House, 2014
- Neculai, A., **Models, problems and applications of mathematics programming**, Technical Press Publishing House, 2004.
- Neculai, A., **Convergence optimization algorithm**, Technical Press Publishing House, Bucharest, 2005.
- Pătrășcioiu, C., **Optimization Techniques. Digital applications**, Matrix Rom Publishing House, Bucharest, 2008.
- Masgras, V., **Operational research**, Fair Partners Publishing House, Bucharest, 2005.
- Grădinaru, D., **Production Management. Applications. Mathematical Models of Optimizing Transport Problems and Decisions in Industrial Companies**, University of Pitești Publishing House, 2004.

17. Zaharia, M., Despa, R., <b>Operational Research</b> , Universitara Publishing House, 2008. 18. Stancu, S., Mihail, N., <b>Management Methods and Techniques. Theory and Applications</b> , Politehnica Publishing House, Bucharest, 2011. 19. Simion, E., Opreșan, Gh., <b>Elements of operational research and cryptology</b> , Politehnica Publishing House, București, 2011. 20. Onete, O., Colibabă, D. <b>Modeling of managerial decision. Applications</b> , Economica Publishing House, Bucharest, 2013. 14. Grădinaru,., <b>Decision making by methods of operational research</b> , Lecture Notes in Electronic Form, 2015				
8.2. Seminar/Project		No. of seminar hours	Teaching methods	Observations
1	Decision problems under certainty, uncertainty and risk. Group decisions	1	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
2	Types of LP problems. Models of LP problems. Explaining a linear program	2		
3	The primal simplex algorithm. Duality in LP. The dual simplex algorithm. Obtaining a dual explicit form	2		
4	Transport-type problems. Getting the starting solution. Determining the optimal solution	2		
5	Allocation problems. The Hungarian algorithm. Distribution issues. The north-western cult method	1		
6	The basics of the game theory. Matrix games with point and without saddle point. Nash Equilibrium. Using game theory in management	2		
7	Ways to represent graphs. Directed and undirected graphs. Hamiltonian roads and circuits. The problem of optimum value tree	2		
8	Basic elements of a waiting system. Models with a waiting wire, with single / multiple stations, with arrivals from finite / infinite population	1		
9	Deterministic and stochastic models of storage. Determining the safety stock	1		
10	<p style="text-align: center;"><b>Project</b></p> <b>1. Presentation of the company</b> 1.1. Object of activity 1.2. Characterization of the products (services) of the company 1.3. Structural organization 1.4. Possible changes that took place within the company <b>2. Application of management methods and techniques using the decision theory</b> 2.1. . Models of LP problems. Explaining a linear program 2.2. The dual simplex algorithm. Obtaining a dual explicit form 2.3. Getting the starting solution. Determining the optimal solution 2.4. Hamiltonian roads and circuits. The problem of optimum value tree 2.5. Deterministic and stochastic models of storage. Determining the safety stock <b>3. Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management</b>	4		
		6		
		4		
Bibliography 1. Ciobanu, Gh., Nica, V.T., Mustață, F., Mărăcine, V., <b>Operational Research. Network Optimization. Economic Theory and Applications</b> , MatrixRom Publishing House, Bucharest, 2004. 2. Iacomi, D., <b>Operational Research. Theory and Applications in Industrial Engineering</b> , University of Pitești Publishing House, 2008. 3. Stancu, S., Mihail, N., <b>Management Methods and Techniques. Theory and Applications</b> , Economic Publishing House, Bucharest, 2006. 4. Stăncioiu, I., <b>Operational Research to Optimize Business Decisions</b> , Economic Publishing House, Bucharest, 2004. 4. Fircă, O., <b>Models for making decision in management organization</b> , Matrix Rom Publishing House, 2013 5. Postăvaru, N., <b>Decision and forecast</b> , Politehnica Publishing House, 2012 10. Hartulari, C., Dobre, I., <b>Decision support systems</b> , ASE Publishing House, 2009 11. Atanasiu, V., <b>Mathematical modeling. Theory and applications</b> , ASE Publishing House, 2014 12. Neculai, A., <b>Models, problems and applications of mathematics programming</b> , Technical Press Publishing House, 2004. 13. Grădinaru,., <b>Decision making by methods of operational research</b> , Lecture Notes in Electronic Form, 2015 14. Onete, O., Colibabă, D. <b>Modeling of managerial decision. Applications</b> , Economica Publishing House,				

**9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.**

- The precision and the accuracy in the use of the concepts and theories learned within the discipline – will meet the expectations of the epistemic/academic community representatives within the field of education sciences
- The procedural and attitudinal qualifications to be acquired through this discipline - will meet the expectations of the professional associations representatives and of the employers in the business environment.

Note: Periodically, it will be assessed the degree in which the expectations of the representatives of the academic community and of the employers regarding the professional and transversal qualifications are met by the graduates of the *Decision making by methods of operational research* program

**10. Evaluation**

Tip activitate	10.1 Criterii de evaluare	10.2 Metode de evaluare	10.3 Pondere din nota finală
10.4 Course	- accuracy and completeness of knowledge - logical coherence - degree of assimilation of the specialized language	- Written assessments during the semester - Final assessment	50 %
10.5 Seminar Project	<ul style="list-style-type: none"> <li>• Periodical assessment</li> </ul> Test – solving applications <ul style="list-style-type: none"> <li>• Project – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed</li> </ul>	<ul style="list-style-type: none"> <li>• Free presentation of the student and the oral questioning in the form of dialogue</li> <li>• Test</li> </ul> - Oral presentation of the homework -Oral questioning	20%  10%  30%
10.6 Minimum standard of performance	1. Communication of information using correctly the scientific language with respect to the field of the methods of operational research 2. Knowledge of the basic concepts pertaining to the discipline “ Decision making by methods of operational research 3. The ability to use the methods of stimulating creativity in the modeling of managerial decision 4. Grade 5 in the final assessment		

Completion date,  
15.09.2016

Course teacher,  
PhD Associate Professor  
Doruleț GRĂDINARU

Seminar teacher,  
PhD Associate Professor  
Doruleț GRĂDINARU

Approval date in department,

30.09.2016

Head of Department  
(provider)  
PhD Associate Professor  
Daniela Mihai

Head of Department,  
(beneficiary)  
PhD Associate Professor Daniela MIHAI

## FIȘA DISCIPLINEI

Organizational Change Management, 2016-2017

### 4. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	<b>Management and Business Administration</b>
1.4	Field of studies	<b>Management</b>
1.5	<b>Cycle of studies</b>	Master
1.6	Program of studies / qualification	<b>Strategic Management and Business Development / Manager</b>

### 5. Course information

2.1	Name	<b>Organizational Change Management</b>		
2.2	Course teacher	<b>PhD Assistant Professor Puiu GRĂDINARU</b>		
2.3	Seminar teacher	<b>PhD Assistant Professor Puiu GRĂDINARU</b>		
2.4	Year of studies	II	2.5 Semester	I
2.6	Evaluation type	E	2.7 Course type	M

### 6. Total estimated time

3.1	Number of hours per week	3	3.2 of which course	1	3.3 Project	2
3.4	Total hours from curriculum	42	3.5 of which course	14	3.6 Project	28
<b>Time distribution for individual study</b>						83 h
Study the textbook, course support, bibliography and notes						25
Further reading in the library, on the online platforms and field						30
Preparing seminars, homework, portfolios and essays						22
Tutoring						2
Examinations						2
Other activities						2
3.7	Total hours of individual study			83		
3.8	<b>Total hours per semester</b>			<b>125</b>		
3.9	<b>Number of credits</b>			<b>5</b>		

### 4. Prerequisites (where appropriate)

4.1	of curriculum	Management Human resources management
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

### 5. Requirements (where appropriate)

5.1	for courses	Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

### 6. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment C2 Making decision scenarios and forecasting their potential impact C3 Assuming the business decision and planning its implementation C4 Applying strategic management systems under certainty, uncertainty and risk C5 Reevaluating the entrepreneurial skills in a competitive environment C6 Analyzing and interpreting market information for decision making in business
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

### 7. Course objectives

7.1	General objective	Understanding of the topics and familiarization with the methodology of formulation and implementation of the planned organizational changes
7.2	Specific objectives	A. Cognitive objectives 1. Knowledge and understanding of the concept of organizational change 2. Working with methodology for the formulation and implementation of organizational changes 3. Explanation and interpretation of the forces that lead to change and of the ways of



	<p>approaching the opposition to change</p> <p>4. Familiarization with the most efficient methods and techniques for the stimulation of the creativity in order to initiate the organizational changes</p> <p>5. Correct definition of the matter of study of "Organizational Change Management" and the establishment of its relations with other economic sciences</p> <p>B. Procedural objectives</p> <p>1. Drafting of a team project at the company's level and of its components</p> <p>2. Solving of applications and case studies for each method and technique</p> <p>3. Set up a pronounced systemic vision for the creation and use of the managerial tools</p> <p>4. Use of some self-assessment methods of the learning activity</p> <p>C. Attitudinal objectives</p> <p>1. Ability to work in a team</p> <p>2. Respect in the rules of professional deontology based on explicit value</p>
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### 8. Course contents

8.1. Course		No. of course hours	Teaching methods	Observations
1	The concept, necessity and typology of the organizational changes	1	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	Forces that lead to planned organizational changes	1		
3	Ways of approaching the change management. Factors that influence the attitude of the individuals towards changes. Promoters of change	2		
4	Creativity, the essential characteristic of management	1		
5	Use of some methods to stimulate the creativity within the Romanian companies	2		
6	The main ways to implement the changes by emphasizing the creative part of management	1		
7	Methodology of the formulation and implementation of the planned organizational changes	2		
8	Elements with impact on the change management	2		
9	Increase of the company's efficiency by the involvement of the staff with creative potential in the change process	2		

#### Bibliography

1. Androniceanu, A., Burduş, E., Căprărescu, Gh. - **Organizational Change Management, Third Edition**, Economică Publishing House, Bucharest, 2008
2. Avram, E. – **Change and Organizational Development**, Meteor Universitară Publishing House, Bucharest, 2014
3. Nicolescu, O., Verboncu, I. - **Foundations of Organizational Management**, ASE Digital Library
4. Verboncu, I., Apostu, C.M. and others – **Management. Efficiency. Proficiency. Performance**, Universitară Publishing House, Bucharest, 2014
5. Militaru, C., Drăguţ, B., Zanfîr, A. – **Quality Management**, Universitară Publishing House, Bucharest, 2015
6. Panisoara, I.O., Panisoara, G. - **Human Resource Management**, Polirom Publishing House, Iaşi, 2016
7. Dimitriu, M., Cirkovic, A. - **Organizational Stress Management**, Pro Universitaria Publishing House, Bucharest, 2013
8. Burduş, E. – **Management Treaty**, Economică Publishing House Bucureşti, 2005
9. Burduş, E. – **Management Treaty. Second Edition**, Pro Universitaria Publishing House, Bucharest, 2013
10. Deaconu, A., Lefter, V., and others - **Human Resource Development**, ASE Publishing House, Bucharest, 2012
11. Novac, C. – **Assessment in Human Resource Management. Past, Present and Future**, Tritonic Publishing House, Bucharest, 2016
12. Burduş, E., Popa, I. – **Foundations of Organization Management. Third Edition**, Pro Universitaria Publishing House, 2016
13. Tantau, D.A. – **Foundations of Organizational Change**, Digital Library, ASE
14. Grădinaru, P. – **Human Resources and Organizational Change**, Lecture Notes in Electronic Form, 2016

8.2. Project		No. of seminar hours	Teaching methods	Observations
1	<b>Presentation of the company</b> 1.1. Object of activity 1.2. Characterization of the products (services) of the company 1.3. Structural organization 1.4. Possible changes that took place within the company 1.5. Economical-financial situation	1 1 2 1 1		
2	<b>Application of the methodology for the implementation of the change management</b> 2.1. Definition of the factors that lead to change 2.2. Understanding of the need to change 2.3. Diagnosis of the problems that lead to change 2.4. Identification of the methods through which is made the change and of the type of change 2.5. Establishment of the ways of implementing the change 2.6. Overcoming of the resistance to change 2.7. Implementation of change 2.8. Strengthening of change	2 2 2 2 2 2 2 2	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
3	<b>Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management</b>	4		
<p><b>Bibliography</b></p> <ol style="list-style-type: none"> <li>Căprărescu, Gh., Stancu, D., Anghel, G. – <b>Human Resource Management - Syntheses, Grills, Case Studies</b>, Universitară Publishing House, 2009</li> <li>Verboncu, I., Zalman, M. – <b>Management and Performance</b>, Universitară Publishing House, 2007</li> <li>Nicolescu, O., Verboncu, I.- <b>Management Methodologies</b>, Universitară Publishing House, 2008</li> <li>Popescu, D. – <b>Organizational Behavior. Second Edition Revised and Expanded</b>, ASE Publishing House, Bucharest, 2013</li> <li>Androniceanu, A. and others - <b>Organizational Change Management. Second Edition</b>, Economică Publishing House, Bucharest, 2003</li> <li>Nicolescu, Ov. - <b>Knowledge-Based Management</b>, Pro Universitaria Publishing House, Bucharest, 2012</li> <li>Nicolescu, Ov., Manolescu, A., Lefter, V. - <b>Human Resource Management</b>, Pro Universitaria Publishing House, Bucharest, 2012</li> <li>Emilian, R., Țigu, G., State, O., Tuclea, C. – <b>Human Resource Management</b>, ASE Digital Library</li> <li>Lefter, V., Deaconu, A. ș.a. - <b>Human Resource Management. Theory and Practice</b>, Economică Publishing House, Bucharest, 2008</li> <li>Peretti, J.M. – <b>Human Resources</b>, Vuibert Geston Publishing House, Paris, 2007</li> <li>Mc Grath, J.- <b>The Most Important 76 Questions and Answers from Management</b>, Niculescu Publishing House, Bucharest, 2016</li> <li>Safta, D. – <b>Conflict Management in Organization</b>, Trei Publishing House, Bucharest, 2016</li> <li>Burduș, E., Popa, I. – <b>Redesign of Management Organization</b>, Pro Universitaria Publishing House, 2016</li> </ol>				

#### 11. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.

- The precision and the accuracy in the use of the concepts and theories learned within the discipline – will meet the expectations of the epistemic/academic community representatives within the field of education sciences
- The procedural and attitudinal qualifications to be acquired through this discipline - will meet the expectations of the professional associations representatives and of the employers in the business environment.

Note: Periodically, it will be assessed the degree in which the expectations of the representatives of the academic community and of the employers regarding the professional and transversal qualifications are met by the graduates of the *Organizational Change Management* program

#### 12. Evaluation

Tip activitate	10.1 Criterii de evaluare	10.2 Metode de evaluare	10.3 Pondere din nota finală
10.4 Course	- accuracy and completeness of knowledge - logical coherence - degree of assimilation of the specialized language	- Written assessments during the semester - Final assessment	50 %
10.5 Project	• Periodical assessment	• Free presentation of the student and the oral questioning in the form of dialogue	20%

	<ul style="list-style-type: none"> <li>• Project – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed</li> </ul>	<ul style="list-style-type: none"> <li>- Oral presentation of the homework</li> <li>-Oral questioning</li> </ul>	30%
10.6 Minimum standard of performance	<ol style="list-style-type: none"> <li>1. Communication of information using correctly the scientific language with respect to the field of the organizational change management</li> <li>2. Knowledge of the basic concepts pertaining to the discipline “ Organizational Change Management ”</li> <li>3. The ability to use the methods of stimulating creativity in the organizational change management ”</li> <li>4. Grade 5 in the final assessment</li> </ol>		

Completion date,  
15.09.2016

Course teacher,  
PhD Associate Professor  
Puiu GRĂDINARU

Seminar teacher,  
PhD Associate Professor  
Puiu GRĂDINARU

Approval date in department,  
30.09.2016

Head of Department  
(provider)  
PhD Associate Professor  
Daniela Mihai

Head of Department,  
(beneficiary)  
PhD Associate Professor Daniela MIHAI

# SYLLABUS

## STRATEGIES AND POLICIES FOR SUSTAINABLE BUSINESS DEVELOPMENT

2016 - 2017

### 7. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics Sciences and Law
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

### 8. Course information

2.1	Name	STRATEGIES AND POLICIES FOR SUSTAINABLE BUSINESS DEVELOPMENT									
2.2	Course teacher	PhD Lecturer Cristina MICU									
2.3	Seminar teacher	PhD Lecturer Cristina MICU									
2.4	Year of studies	II	2.5	Semester	1	2.6	Evaluation type	V	2.7	Course type	O

### 9. Total estimated time

3.1	Number of hours per week: 4 of which	4	3.2	course	2	3.3	S / L / P	2
3.4	Total hours from curriculum	56	3.5	course	28	3.6	S / L / P	28
Distribuția fondului de timp alocat studiului individual								ore
Time distribution								28
Study the textbook, course support, bibliography and notes								28
Further reading in the library, on the online platforms and field								28
Preparing seminars, homework, portfolios and essays								5
Tutoring								3
Examinations								2
3.7	Total hours of individual study			94				
3.8	Total hours per semester			150				
3.9	Number of credits			6				

### 10. Prerequisites

4.1	of curriculum	The basics of Environmental Management, Quality Management, and Strategic Management, studied during the Bachelor cycle.
4.2	of competences	analysis, synthesis, divergent thinking

### 5. Requirements

5.1	for courses	The lecture room should be equipped with a video-projector.
5.2	for seminars	The lecture room should be equipped with a video-projector.

### 6. Specific acquired competences

<b>Professional competences</b>	C1 Evaluating opportunities and risks specific to business environment; C2 Making decision scenarios and forecasting their potential impact; C3 Assuming the business decision and planning its implementation; C4 Applying strategic management systems under certainty, uncertainty and risk; C5 Reevaluating the entrepreneurial skills in a competitive environment; C6 Analyzing and interpreting market information for decision making in business; C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.
<b>Transversal competences</b>	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

## 7. Course objectives (based on the specific acquired competences)

<b>7.1. General objective</b>	The course Strategies and Policies for Sustainable Business Development transmits the students the need to implement sustainable development strategies and policies, evaluated in a coordinated way and taken into account in decision making. The sustainable business development strategies include the following key elements within a company: diagnosis, vision, mission, core values, strategic objectives divided into four perspectives (financial, customer, internal processes, innovation and development), integrating three sustainable development directions (economic, social and environmental) and strategy metric.
<b>7.2. Specific objectives</b>	<p><i>A. Cognitive objectives cognitive</i></p> <ol style="list-style-type: none"> <li>1. Understanding the role of sustainable strategies and policies in business development;</li> <li>2. Understanding the principles, criteria and directions of sustainable development in business;</li> <li>3. Familiarizing students with the methods and tools of analysis specific to the sustainable development management of a company: the SWOT analysis, the Balanced Scorecard (BSC) and the Goal-Question-Metric (GQM);</li> <li>4. Familiarizing students with the development and implementation stages of some reports and studies necessary in the sustainable management of organizations.</li> </ol> <p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. Identifying some concrete situations to apply the theories and principles of strategic management in sustainable development of organizations;</li> <li>2. Collecting and processing data from documentary sources and alternative current activity, developing skills to use the methods, techniques and research tools for making strategic models of sustainable business development.</li> </ol> <p><i>C. Attitudinal objectives</i></p> <ol style="list-style-type: none"> <li>1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management;</li> <li>2. Cooperation and teamwork to solve various job tasks;</li> <li>3. Using specific methods to develop plans of personal and professional development.</li> </ol>

## 8. Course contents

<b>8.1. Course</b>				
<b>Pos.</b>	<b>Topics</b>	<b>No. of course hours</b>	<b>Teaching methods Observations</b>	
1	Strategic management and sustainable business development	2	Lecture	
2	Principles and criteria for sustainable development in business	2	Heuristic conversation	
3	Directions (dimensions) of sustainable development in business	2		
4	Definition and objectives of sustainable development strategy within the organization. The main directions of the enterprise sustainable strategies	4		Problem solving
5	Methods to correlate the organization strategy with the management system of sustainable development: the SWOT analysis, the Balanced Scorecard (BSC) and the Goal-Question-Metric (GQM)	4	Explanation	
6	Policies for sustainable development of enterprises	2	Demonstration using modern audio-visual means (short PowerPoint presentations)	
7	Tools of sustainable development policies, their limits and efficiency	2		
8	Eco-marketing policies and strategies of the enterprise	2		
9	Sustainable consumption and production	2		
10	The European Union Strategy on Sustainable Development. The Lisbon strategy on sustainable development	2		
11	References on strategic management of sustainable development in Romania. Objectives and principles of the economic pillar of sustainable development in Romania. Implementing the National Strategy for Sustainable Development in Romania	2		
12	Sustainable development and business development. Standardization in environmental management (ISO 9000, ISO 14000, ISO 14001 certificates in Romania). The advantages of implementing the environmental management system	2		
<p><b>Bibliography:</b>  Brunel Syvie, Le development durable, Presses Universitaires de France, 2004.  Crocker D., Criteria for Sustainable Development, University of Arizona Press, Tucson, 2002.  Danchian Anca, Evaluări ale dezvoltării durabile în România (Reviews of Sustainable Development in Romania), ASE Publishing House, Bucharest, 2003.  Danciu V., Marketingul ecologic. Etica verde a producției și consumului (Environmental marketing. Green Ethics in Production and Consumption), Economic Publishing House, Bucharest, 2006.</p>				

Kotler Philip, Roberto Ned, Lee Nancy, Social Marketing. Improving the Quality Life, SAGE Publication, California, 2002.

Micu Cristina, Dezvoltarea turismului durabil. Modelarea factorilor de influență (Sustainable tourism development. Modeling factors , Uranus Publishing House, Bucharest, 2013.

Negrei C., Economia și politica mediului, ASE Publishing House, Bucharest, 2004.

Nicolau Margareta et al., Balanced Scorecard și strategia durabilă a întreprinderii (Balanced Scorecard and the Sustainable Strategy of a Company), National Research and Development Institute for Industrial Ecology - ECOIND, Bucharest.

Rojanschi V., Bran Fl., Grigore Fl. Elemente de economie și managementul mediului, Economic Publishing House, Bucharest, 2004.

Stoian Mirela, Ecomarketing, ASE Publishing House, Bucharest, 2003.

Swanson D., Pintér L., Bughea F., Volkery A., Jacob K., National Strategy for Sustainable Development. Challenges, Approaches and Innovations in Strategic and Coordinated Action, Unigraphics Winnipya, Manitofa, 2004.

Vatanen, L., EU Sustainable Development Strategy, Vlewa-Liaison Agencz Flanders Europe, 2009.

Vasile, V., Zaman, Gh. (coord.), Dezvoltarea durabilă (Sustainable Development), Expert Publishing House, Bucharest, 2005.

Zaman Gh., Gherasm Z., Criterii și principii ale dezvoltării durabile din punctul de vedere al resurselor acesteia (Criteria and Principles of Sustainable Development in Terms of its Resources), AGIR Bulletin, nr. 4/2006.

\*\*\* The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030, The Ministry of Environment and Sustainable Development, The United Nations Development Programme, the National Centre for Sustainable Development, Bucharest, MO 828/8.12.2008.

\*\*\*EU EUROSTAT, Measuring Sustainable Europe.

\*\*\*Comhar (Sustainable Development Council), European Commission Working Document Consultation on the Future "EU 20" Strategy, Comhar Sustainable Development Council (Ireland) Comments, 2010.

<b>8.2. Seminar</b>			
<b>Pos.</b>	<b>Topics</b>	<b>No. of seminar hours</b>	<b>Teaching methods Observations</b>
1	Debates on international concerns on sustainable development:	4	Conversation
2	Analyzing indicators of sustainable development (UN, Eurostat, EUROSTAT existing in Romania) - applications	4	Problem solving
3	Performance indicators of the European Union on sustainable consumption and production	2	
4	Developing reports and studies necessary in the sustainable management of organizations - applications	2	Debate
5	Strategic model of sustainable development in organizations: the SWOT analysis, the Balanced Scorecard (BSC) and the Goal-Question-Metric (GQM)	4	Explanation Teamwork
6	Model of strategic map on sustainable business (perspectives on organizational performance and pillars of sustainable development)	2	Project presentations
7	Case studies on standardization in environmental management (ISO 9000, ISO 14000, ISO 14001 certificates)	4	
8	Designing studies, plans and programs to improve the activity of the manufacturing companies / distributors of organic products - applications	4	Demonstration using modern audio-visual means (short PowerPoint presentations)
9	Debates and case studies regarding the implementation of the National Strategy for Sustainable Development in Romania - The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030 - The regional development policy and the sustainable development. Local Agenda 21 - Sustainable development and the structural funds.	2	
<b>Bibliography:</b>			
Danchian Anca, Evaluări ale dezvoltării durabile în România (Reviews of Sustainable Development in Romania), ASE Publishing House, Bucharest, 2003.			
Danciu V., Marketingul ecologic. Etica verde a producției și consumului (Environmental marketing. Green Ethics in Production and Consumption), Economic Publishing House, Bucharest, 2006.			
Florescu Margareta et al., Managementul proiectelor. Dezvoltare durabilă (Project Management. Sustainable Development (course support), University Babeș-Bolyai Cluj-Napoca.			
Gheorghe Moisii Maria, Târziu Eugenia, Managementul strategic al dezvoltării durabile în organizații (Strategic Management of Sustainable Development in Organizations), Romanian Journal of Information and Automation, vol. 22, nr. 1, 2012, p. 45-60.			
Nicolau Margareta et al., Balanced Scorecard și strategia durabilă a întreprinderii (Balanced Scorecard and the Sustainable Strategy of a Company), National Research and Development Institute for Industrial Ecology - ECOIND, Bucharest.			

Vatanen, L., EU Sustainable Development Strategy, Vleeva-Liaison Agencz Flanders Europe, 2009.  
 \*\*\* The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030, The Ministry of Environment and Sustainable Development, The United Nations Development Programme, the National Centre for Sustainable Development, Bucharest, MO 828/8.12.2008.  
 \*\*\*EU EUROSTAT, Measuring Sustainable Europe.

9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and employers.

Note: The University of Pitești evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.

#### 10. Evaluation

Type activity	10.1 Criteriy evaluation	10.2 Evaluation methods	10.3 Note final
10.4 Cours	The quality and consistency of knowledge	written exam: the quality and consistency of treating subjects.	10 %
10.5 Seminar / Laboratoire / Homework	Analyzing student's products and interventions during the seminars + student's participation in project making and presentation.	<ul style="list-style-type: none"> <li>• Case Study</li> <li>• Project</li> <li>• Interventions during the seminars</li> </ul>	20% 50% 20%
10.6 Minimum performance standard	Understanding the principles, criteria and directions of sustainable development in business; Presentation of case study		

Completion date,  
October 1<sup>st</sup>, 2016

Course teacher,  
PhD Lecturer MICU Cristina

Seminar teacher,  
PhD Lecturer MICU Cristina

Approval date in department,

Head of Department,  
PhD Associate Professor Daniela MIHAI

## SYLLABUS

### Management of Technology Transfer in the Context of Globalization, 2016-2017

#### 11. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

#### 12. Course information

2.1	Name	<b>Management of Technology Transfer in the Context of Globalization</b>									
2.2	Course teacher	<b>Lect.univ.dr. Sinisi Crenguța Ileana</b>									
2.3	Seminar teacher	<b>Lect.univ.dr. Sinisi Crenguța Ileana</b>									
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	V	2.7	Course type	M

#### 13. Total estimated time

3.1	Number of hours per week	4	3.2	Course	2	3.3	Seminar	1
3.4	Total hours from curriculum	42	3.5	Course	28	3.6	Seminar	14
<b>Time distribution</b>								83h
Study the textbook, course support, bibliography and notes								35
Further reading in the library, on the online platforms and field								22
Preparing seminars, homework, portfolios and essays								20
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study			83				
3.8	<b>Total hours per semester</b>			125				
3.9	<b>Number of credits</b>			5				

#### 14. Prerequisites

4.1	of curriculum	Management Elements of economics
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

#### 15. Requirements

5.1	for courses	► Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

#### 16. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1 Evaluating opportunities and risks specific to business environment;</li> <li>• C2 Making decision scenarios and forecasting their potential impact;</li> <li>• C3 Assuming the business decision and planning its implementation;</li> <li>• C4 Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5 Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6 Analyzing and interpreting market information for decision making in business;</li> <li>• C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

#### 17. Course objectives

7.1 General objective	Understanding and application of the most important managerial methods and techniques which are necessary to run an organization effectively and efficiently
7.2 Specific objectives	<u>A. Cognitive objectives</u> <ul style="list-style-type: none"> <li>▪ Knowledge and understanding of the functions of the methodological-managerial subsystem, as well as of the relations between this and the other subsystems of the</li> </ul>



	<p>management system;</p> <ul style="list-style-type: none"> <li>▪ Working with the design and implementation methodologies of the methods and management techniques;</li> <li>▪ Highlight of the typical managerial situations where each method and technique is recommended;</li> <li>▪ Correct definition of the matter of study <i>Management of Technology Transfer in the Context of Globalization</i> and establishment of its relations with other economic sciences.</li> </ul> <p><b>B. Procedural objectives</b></p> <ul style="list-style-type: none"> <li>▪ Drafting of a team project at the company's level and of its components;</li> <li>▪ Solving of applications and case studies for each method and technique;</li> <li>▪ Set up a pronounced systemic vision for the creation and use of the managerial tools;</li> <li>▪ Use of some self-assessment methods of the learning activity.</li> </ul> <p><b>C. Attitudinal objectives</b></p> <ul style="list-style-type: none"> <li>▪ Ability to work in team</li> <li>▪ Growing constructive attitudes in the context of quality management</li> <li>▪ Encouraging ethical behavior at partnerships</li> </ul>
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### 18. Course contents

8.1. Individual study (learning units)		No. courses hours	Teaching methods	Observations Resources used		
U.1	Concepts and basic knowledge of management	3				
U.2	Innovation process	2				
U.3	Innovation management	3				
U.4	Creativity in the context of innovation	3	-Facilities use e-learning platform (chat, forum) - E-mail - Consultations	Teaching material is divided into units of study that facilitate learning gradual and structured.		
U.5	Technology transfer process	3				
U.6	Technology transfer management	3				
U.7	The tools and technology transfer	3				
U.8	Technology transfer organizations	3				
U.9	Project Planning innovation or technology transfer (ITT)	3				
U.10	Specific occupations innovation and technology transfer	2				
<p><b>Bibliography</b></p> <ol style="list-style-type: none"> <li>1. (SINISI)TOMESCU C.I., <b>Innovation Management</b>, Publisher Universitatea din Pitești, 2010</li> <li>2. SMYTH H., <b>Relationship Management and the Management of Projects</b>, Publisher Taylor &amp; Francis, 2014</li> <li>3. SHAH R., <b>Innovation, Entrepreneurship, and the Economy in the US, China and India</b>, Publisher Academic Press, 2014</li> <li>4. MORAN M., <b>The British Regulatory State High Modernism and Hyper-Innovation</b>, Publisher Oxford University Press, 2007</li> <li>5. GREIF, <b>Institutions, Innovation, and Industrialization</b>, Publisher University Press Group Ltd, 2015</li> <li>6. KEMPER S., <b>Reinventing the wheel - A story of Genius, Innovation, and Grand Ambition</b>, Publisher Harper Business, 2003</li> <li>7. GIBSON, <b>Innovation to the core</b>, Publisher McGraw-Hill, 2005</li> <li>8. MATTHEWS C.H., <b>Innovation and Entrepreneurship</b>, Publisher Taylor &amp; Francis, 2015</li> <li>9. DORST K., <b>Frame Innovation</b>, Publisher MIT University Press Group Ltd, 2015</li> <li>10. HUFF A.S., <b>Leading Open Innovation</b>, Publisher MIT University Press Group Ltd 2015</li> </ol>						
8.2. Application: Seminar		No. of seminar hours			Teaching methods	Observations Resources used
1	Getting started in management of technology transfer in the context of globalization	2				
2	Presentation of project structure. Example: Case Study	2				
3	Creativity - Warning - New Mode Decision Making	2				
4	The tools and technology transfer. Study case	2	-Facilities use e-learning platform (chat, forum) - E-mail - Consultations	Teaching material is divided into units of study that facilitate learning gradual and structured.		
5	Presentation of case studies	2				
6	Presentation of the first phase project	2				
7	Presentation of the second phase project	2				

<p>Bibliography</p> <ol style="list-style-type: none"> <li>1. (SINISI)TOMESCU,C.I. <b>Innovation Management</b>, Publisher Universitatea din Pitești, 2010</li> <li>2. POPKIN J.M., IYENGAR P., <b>It and the east: how china and india are altering the future of technology and innovation</b>, Publisher Harvard, 2007</li> <li>3. VERLOOP J., <b>Insight in innovation</b>, Publisher Elsevier Science &amp; Technology, 2004</li> <li>4. DODGSON, <b>Management of technological innovation strategy and practice</b>, Publisher Oxford University Press, 2005</li> <li>5. FOSS N., <b>Business Model Innovation</b>, Publisher OXFORD UNIVERSITY PRESS ACADEM, 2015</li> <li>6. TAYLOR D., <b>Secrets of Big Business Innovation</b>, Harriman House Publishing, 2015</li> <li>7. REDDY Y.J., <b>Industrial Process Automation Systems</b>, Publisher Elsevier, 2014</li> <li>8. Lucy MORSE L., BABCKOC D., Publisher Pearson Higher Education, 2014.</li> </ol>			

**19. Corroborating the contents discipline expectations epistemic community representatives, professional associations and employers in related field program**

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Procedural and attitudinal competences to be acquired in the discipline - will meet the expectations of employers in sales</li> <li>• Regular meetings with employers in order to match the content and methods of teaching discipline their expectations</li> </ul> <p>Note: University of Pitesti regularly evaluate the satisfaction of representatives of employers with professional and transversal competences acquired by graduates.</p> |
|---|

**20. Evaluation**

Activity type	10.1 Evaluation criterias	10.2 Evaluation Methods	10.3 Weight the final mark
10.4 Course	<ul style="list-style-type: none"> <li>- The accuracy and completeness of knowledge;</li> <li>- Logical consistency;</li> <li>- The degree of assimilation of specialized language.</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment written during the semester;</li> <li>- Final evaluation.</li> </ul>	<p>30%</p> <p>10%</p>
10.5 Seminar	<ul style="list-style-type: none"> <li>-Participation active seminar, solving case studies;</li> <li>- Admission to degree requirements in terms of achieving homework.</li> </ul>	<ul style="list-style-type: none"> <li>- Exposure free student;</li> <li>- Questionnaires oral form of dialogue.</li> <li>-To Oral homework;</li> <li>Oral -Chestionare.</li> </ul>	<p>30%</p> <p>30%</p>

10.6 Minimum performance standard	<ol style="list-style-type: none"> <li>1. Disclosure of information using scientific language correctly on the sales</li> <li>2. Knowing the basic concepts of their discipline "sales techniques"</li> <li>3. Ability to apply the procurement process simulation for sale</li> <li>4. Note 5 to the final evaluation.</li> </ol>
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Completion date,  
15.09. 2016

Course teacher,  
PhD Lecturer Crenguța Ileana SINISI

Seminar teacher,  
PhD Lecturer Crenguța Ileana SINISI

Date of approval of the Board department,  
30.09. 2016

Head of department,  
(provider)  
PhD Assoc Prof Daniela Mihai

Director de departament,  
(beneficiary),  
PhD Assoc Prof Daniela Mihai

# SYLLABUS

## Competitive environment and company's competitiveness, 2016-2017

### 21. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of study	Management
1.5	Cycle of studies	Master
1.6	Program of studies /Qualification	Strategic Management and Business Development /Economist

### 22. Course information

2.1	Name	Competitive environment and company's competitiveness									
2.2	Course teacher	PhD. Lecturer Jianu Elena									
2.3	Seminar teacher	PhD. Lecturer Vasilică Radu									
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	Mandatory

### 23. Total estimated time

3.1	Number of hours per week	4	3.2	of which	2	3.3	S / L / P	2
3.4	Total hours from curriculum	58	3.5	of which	28	3.6	S / L / P	28
<b>Time distribution of individual study</b>								hours
Study the textbook, course support, bibliography and notes								35
Further reading in the library, on the online platforms and field								18
Preparing seminars, homework, portfolios and essays								35
Tutoring								2
Examinations								2
Other activities								-
3.7	Total hours of individual study			92				
3.8	<b>Total hours per semester</b>			150				
3.9	<b>Number of credits</b>			6				

### 24. Prerequisites

4.1	of curriculum	Elements of management and strategic management (studied in bachelor)
4.2	of competences	Capacities of analysis, synthesis and divergent thinking

### 25. Requirements

5.1	for courses	- Classroom equipping with video-projector
5.2	for seminars	- Proper equipping of the seminar hall - The deadlines for homework' submission

### 26. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1 Evaluating opportunities and risks specific to business environment;</li> <li>• C2 Making decision scenarios and forecasting their potential impact;</li> <li>• C3 Assuming the business decision and planning its implementation;</li> <li>• C4 Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5 Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6 Analyzing and interpreting market information for decision making in business;</li> <li>• C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1: Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

### 27. Course objectives

7.1 <b>General objective</b>	To provide knowledge to students on specific aspects of the current business environment, understanding the world and European economic trends and management practices for creating and implementing companies' strategies in the current economic climate.
7.2 <b>Specific objectives</b>	<u>A. Cognitive objectives</u> Knowledge of theoretical and methodological elements for a competitive environment and firm's competitiveness; Understand the need for a strategic approach by companies in the current economic context; Identify the types of strategies and the possibility of their application in companies' management practice; Develop strategic thinking of the future management specialists;

	<p>Understand the terms such as: competitive, competitive advantage, competition and competition types and their use in managerial practice.</p> <p><u>B. Procedural objectives</u></p> <p>The ability to understand the influence of the external environment on the organization's strategy and performance;  Apply acquired knowledge in initiating an developing business activity;  Develop the capacity of scientific approach to process management: building organizational abilities, formulating strategic objectives, etc;  Develop analysis and evaluation skills of the competitive environment and the firms' requirements for obtaining and increasing their competitiveness.</p> <p><u>C. Obiective atitudinale</u></p> <p>Cooperation in teams, working to solve various tasks;  Using specific methods of developing and maintaining a competitive organization</p>
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## 28. Course contents

8.1. Course		No. of course hours	Teaching methods	Observations Used resources
1	Enterprises' current competitive environment - the current economic crisis; major features of the current economic environment	4	- Lectures - Debate with imaginary opponent - Graphic organizer	<i>Power –point presentation</i>
2	Characteristics and types of competitive environments	2		
3.	Identifying the type of the company's market. Barriers to market entry. Barriers to market exit. Analysis of business areas based on market's entry and exit barriers.	4		
4.	The concept of competitiveness. Factors that ensures the company's competitiveness. Analysis of the competitive position.	4		
5.	Competitiveness - efficiency and productivity combined	2		
6.	Company's competitive strategies; types of strategies	4		
7.	Company's specific competitive strategies; diversification of activities strategy; relocation of activities strategies	4		
8.	Strategic Alliances: internal and international strategic alliances	4		
Bibliography: <ol style="list-style-type: none"> <li>1. Cârstea, Gh.(coord.), Deac, V., Popa, I., Podgoreanu, S., <b>Strategic analysis of the competitive environment</b>, Economică Publishing House, Bucharest, 2002;</li> <li>2. Gavrilă I., Gavrilă T. , <b>Competitiveness and competitive environment. Promotion and protection of the competition in the European Union</b>, second edition, Economică Publishing House, Bucharest, 2009;</li> <li>3. Hoffman J. A., <b>Competitive Environmental Strategy: A Guide To The Changing Business Landscape</b>, 2<sup>nd</sup> Edition, Island Press, USA, 2013;</li> <li>4. Hitt A. M, Ireland Duane R., Hoskisson E. R., <b>Strategic Management: Competitiveness &amp; Globalization</b>, 9th Edition, South –Western, Cengage Learning, Canada, 2011.</li> <li>5. Hughes M., <b>Managing Change: A Critical perspective</b>, second edition, 2010</li> <li>6. Nicolescu O., <b>Corporate management strategies</b>, Economică Publishing House, Bucharest, 2001</li> <li>7. Popescu Radu, <b>Adapting industrial firms in the competitive environment</b>, Economic Tribune, 2005</li> <li>8. Stancu S., <b>Market competition and economic balance</b>, Economică Publishing House, Bucharest,, 2002</li> <li>9. Senior B., Swailles Stp., <b>Organizational Change</b>, 4th Edition, Pearson Education Ltd. 2010;</li> <li>10. Voiculescu D, <b>Competition and Competitiveness</b>, Economică Publishing House, Bucharest,, 2001</li> <li>11. Worthington I., Britton Ch., <b>The Business Environment</b>, 5th Edition, Prentice Hall, Pearson Education Ltd, Uk, 2008</li> <li>12. *** The Global Competitiveness Report (2014/2015)</li> </ol>				
8.2. Seminar		No. of course hours	Teaching methods	Observations Used resources
1	Market strategies	2	- dialogue - discussion - Teamwork - Heuristic conversation	Case study, homework and project presentation
2	Innovation strategies	3		
3	Investment strategies	3		
4	Strategic analysis systems of the competitive environment: the Porter model, channels (networks) model and strategic arena model	4		
5	Growth strategies; the process of preparing a proactive development strategy	4		
6	External expansion strategies of the company	4		
7	Quality strategies	4		
8	Control strategies	4		
Bibliography: <ol style="list-style-type: none"> <li>1. Ciobanu, I., Ciulu, R., <b>Competitive strategies of the company</b>, Polirom Publishing House, Iași, 2008,</li> <li>2. Mockler, R, <b>Multinational Strategic Management. An integrative process based on contexts</b>, Publishing House, Bucharest, 2010</li> </ol>				

3. Niculescu M, Lavalette G., **Growth Strategies**, Economică Publishing House, Bucharest, 2011.
4. Prigoreanu A-G., **The assertion in the competitive environment; study of the benchmarking technique**, A.S.E., 2006
5. Wignaraja G., **Competitiveness Strategy in Developing countries – a manual for policy analysis**, Routledge Studies in Development Economics, Taylor & Francis Group, 2009, U.S.A.

**29. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.**

- Procedural and attitudinal competences to be acquired in the discipline will meet employers' expectations of the economic field
- Regular meetings with the employers in order to match the content and methods teaching of the discipline and their expectations

Note: University of Pitesti regularly evaluate the satisfaction of representatives of the employers with professional and transversal competences acquired by graduates.

**30. Evaluation**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final grade
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Final evaluation.	50 %
10.5 Seminar	- active participation in the seminar, solving case studies;  - admission to degree's requirements in terms of achieving homework	- Student's free exposure; - Oral form of dialogue.  - Oral presentation of the homework and project	20%  40%
10.6 Minimum requirements	1. Communicating information using a correct scientific language of the topic 2. Knowledge of the main concepts specific to competitive environment and company's competitiveness topic 3. Pass note 5 at the final evaluation		

Completion date  
15.09.2016

Course teacher,  
PhD. Lecturer Jianu Elena

Seminar teacher,  
PhD. Lecturer Vasiliță Radu

Approval date in Department Council,  
30.09.2016

Head of Department,  
(provider)  
PhD Associate Professor Daniela Mihai

Head of Department,  
(beneficiary),  
PhD Associate Professor Daniela Mihai

# SYLLABUS

## Competitive environment and company's competitiveness, 2016-2017

### 31. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of study	Management
1.5	Cycle of studies	Master
1.6	Program of studies /Qualification	Strategic Management and Business Development /Economist

### 32. Course information

2.1	Name	Competitive environment and company's competitiveness									
2.2	Course teacher	PhD. Lecturer Jianu Elena									
2.3	Seminar teacher	PhD. Lecturer Vasilică Radu									
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	Mandatory

### 33. Total estimated time

3.1	Number of hours per week	4	3.2	of which	2	3.3	S / L / P	2
3.4	Total hours from curriculum	58	3.5	of which	28	3.6	S / L / P	28
<b>Time distribution of individual study</b>								hours
Study the textbook, course support, bibliography and notes								35
Further reading in the library, on the online platforms and field								18
Preparing seminars, homework, portfolios and essays								35
Tutoring								2
Examinations								2
Other activities								-
3.7	Total hours of individual study			92				
3.8	<b>Total hours per semester</b>			150				
3.9	<b>Number of credits</b>			6				

### 34. Prerequisites

4.1	of curriculum	Elements of management and strategic management (studied in bachelor)
4.2	of competences	Capacities of analysis, synthesis and divergent thinking

### 35. Requirements

5.1	for courses	- Classroom equipping with video-projector
5.2	for seminars	- Proper equipping of the seminar hall - The deadlines for homework' submission

### 36. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1 Evaluating opportunities and risks specific to business environment;</li> <li>• C2 Making decision scenarios and forecasting their potential impact;</li> <li>• C3 Assuming the business decision and planning its implementation;</li> <li>• C4 Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5 Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6 Analyzing and interpreting market information for decision making in business;</li> <li>• C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1: Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

### 37. Course objectives

7.1 <b>General objective</b>	To provide knowledge to students on specific aspects of the current business environment, understanding the world and European economic trends and management practices for creating and implementing companies' strategies in the current economic climate.
7.2 <b>Specific objectives</b>	<u>A. Cognitive objectives</u> Knowledge of theoretical and methodological elements for a competitive environment and firm's competitiveness; Understand the need for a strategic approach by companies in the current economic context; Identify the types of strategies and the possibility of their application in companies' management practice; Develop strategic thinking of the future management specialists;

	<p>Understand the terms such as: competitive, competitive advantage, competition and competition types and their use in managerial practice.</p> <p><u>B. Procedural objectives</u></p> <p>The ability to understand the influence of the external environment on the organization's strategy and performance;  Apply acquired knowledge in initiating an developing business activity;  Develop the capacity of scientific approach to process management: building organizational abilities, formulating strategic objectives, etc;  Develop analysis and evaluation skills of the competitive environment and the firms' requirements for obtaining and increasing their competitiveness.</p> <p><u>C. Obiective atitudinale</u></p> <p>Cooperation in teams, working to solve various tasks;  Using specific methods of developing and maintaining a competitive organization</p>
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### 38. Course contents

8.1. Course		No. of course hours	Teaching methods	Observations Used resources
1	Enterprises' current competitive environment - the current economic crisis; major features of the current economic environment	4	- Lectures - Debate with imaginary opponent - Graphic organizer	<i>Power –point presentation</i>
2	Characteristics and types of competitive environments	2		
3.	Identifying the type of the company's market. Barriers to market entry. Barriers to market exit. Analysis of business areas based on market's entry and exit barriers.	4		
4.	The concept of competitiveness. Factors that ensures the company's competitiveness. Analysis of the competitive position.	4		
5.	Competitiveness - efficiency and productivity combined	2		
6.	Company's competitive strategies; types of strategies	4		
7.	Company's specific competitive strategies; diversification of activities strategy; relocation of activities strategies	4		
8.	Strategic Alliances: internal and international strategic alliances	4		
Bibliography: 13. Cârstea, Gh.(coord.), Deac, V., Popa, I., Podgoreanu, S., <b>Strategic analysis of the competitive environment</b> , Economică Publishing House, Bucharest, 2002; 14. Gavrilă I., Gavrilă T. , <b>Competitiveness and competitive environment. Promotion and protection of the competition in the European Union</b> , second edition, Economică Publishing House, Bucharest, 2009; 15. Hoffman J. A., <b>Competitive Environmental Strategy: A Guide To The Changing Business Landscape</b> , 2 <sup>nd</sup> Edition, Island Press, USA, 2013; 16. Hitt A. M, Ireland Duane R., Hoskisson E. R., <b>Strategic Management: Competitiveness &amp; Globalization</b> , 9th Edition, South –Western, Cengage Learning, Canada, 2011. 17. Hughes M., <b>Managing Change: A Critical perspective</b> , second edition, 2010 18. Nicolescu O., <b>Corporate management strategies</b> , Economică Publishing House, Bucharest, 2001 19. Popescu Radu, <b>Adapting industrial firms in the competitive environment</b> , Economic Tribune, 2005 20. Stancu S., <b>Market competition and economic balance</b> , Economică Publishing House, Bucharest,, 2002 21. Senior B., Swailles Stp., <b>Organizational Change</b> , 4th Edition, Pearson Education Ltd. 2010; 22. Voiculescu D, <b>Competition and Competitiveness</b> , Economică Publishing House, Bucharest,, 2001 23. Worthington I., Britton Ch., <b>The Business Environment</b> , 5th Edition, Prentice Hall, Pearson Education Ltd, Uk, 2008 24. *** The Global Competitiveness Report (2014/2015)				
8.2. Seminar		No. of course hours	Teaching methods	Observations Used resources
1	Market strategies	2	- dialogue - discussion - Teamwork - Heuristic conversation	Case study, homework and project presentation
2	Innovation strategies	3		
3	Investment strategies	3		
4	Strategic analysis systems of the competitive environment: the Porter model, channels (networks) model and strategic arena model	4		
5	Growth strategies; the process of preparing a proactive development strategy	4		
6	External expansion strategies of the company	4		
7	Quality strategies	4		
8	Control strategies	4		
Bibliography: 6. Ciobanu, I., Ciulu, R., <b>Competitive strategies of the company</b> , Polirom Publishing House, Iași, 2008, 7. Mockler, R, <b>Multinational Strategic Management. An integrative process based on contexts</b> , Publishing House, Bucharest, 2010				

8. Niculescu M, Lavalette G., **Growth Strategies**, Economică Publishing House, Bucharest, 2011.
9. Prigoreanu A-G., **The assertion in the competitive environment; study of the benchmarking technique**, A.S.E., 2006
10. Wignaraja G., **Competitiveness Strategy in Developing countries – a manual for policy analysis**, Routledge Studies in Development Economics, Taylor & Francis Group, 2009, U.S.A.

**39. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.**

- Procedural and attitudinal competences to be acquired in the discipline will meet employers' expectations of the economic field
- Regular meetings with the employers in order to match the content and methods teaching of the discipline and their expectations

Note: University of Pitesti regularly evaluate the satisfaction of representatives of the employers with professional and transversal competences acquired by graduates.

**40. Evaluation**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final grade
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Final evaluation.	50 %
10.5 Seminar	- active participation in the seminar, solving case studies;  - admission to degree's requirements in terms of achieving homework	- Student's free exposure; - Oral form of dialogue.  - Oral presentation of the homework and project	20%  40%
10.6 Minimum requirements	1. Communicating information using a correct scientific language of the topic 2. Knowledge of the main concepts specific to competitive environment and company's competitiveness topic 3. Pass note 5 at the final evaluation		

Completion date  
15.09.2016

Course teacher,  
PhD. Lecturer Jianu Elena

Seminar teacher,  
PhD. Lecturer Vasiliță Radu

Approval date in Department Council,  
30.09.2016

Head of Department,  
(provider)  
PhD Associate Professor Daniela Mihai

Head of Department,  
(beneficiary),  
PhD Associate Professor Daniela Mihai



# SYLLABUS

## Internship, 2016-2017

### 1. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

### 2. Course information

2.1	Name	<b>Internship</b>									
2.2	Course teacher	-									
2.3	Seminary/laboratory teacher	PhD Lecturer Isac Nicoleta									
2.4	Year of studies	II	2.5	Semester	II	2.6	Evaluation type	C	2.7	Course type	M

### 3. Time distribution

3.1	Number of hours per week	8	3.2	cours	-	3.3	S / L / P	8
3.4	Total hours from curriculum	112	3.5	cours	-	3.6	S / L / P	112
Time distribution								260 h
Study the textbook, course support, bibliography and notes								58
Further reading in the library, on the online platforms and field								100
Preparing seminars, homework, portfolios and essays								100
Tutoring								-
Examination								2
Other activities								-
3.7	Total hours of individual study			260				
3.8	Total hours per semester			372				
3.9	Number of credits			15				

### 4. Prerequisites

4.1	of curriculum	Basics of Management, Marketing, Diagnosis Techniques and Tools of Business Evaluation, Management Techniques and Tools, Company Policies and Strategies, Organizational Change Management, Communication, Negotiation and Partnership
4.2	of competences	capacity of analysis, synthesis, divergent thinking

### 5. Requirements (where appropriate)

5.1	For courses	-
5.2	For seminars	-

### 6. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment; C2 Making decision scenarios and forecasting their potential impact; C3 Assuming the business decision and planning its implementation; C4 Applying strategic management systems under certainty, uncertainty and risk; C5 Revaluating the entrepreneurial skills in a competitive environment; C6 Analyzing and interpreting market information for decision making in business; C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

### 7. Course objectives (based on the specific acquired competences)

7.1	General objective	Familiarizing students with the issues of business organization and management and the way they develop within a global economy.
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7.2 Specific objectives	<p><i>A. Cognitive objectives</i></p> <ol style="list-style-type: none"> <li>1. Ability to interpret logically aspects regarding the organization and operation of companies;</li> <li>2. The trainees should learn the know-how necessary in business management, through methods and techniques used in practice, aimed at developing their sense of action, as well as their ability to handle responsibility and efficiently the work process within a company;</li> <li>3. Ability to design, manage and develop business in a global economy.</li> </ol> <p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. Facilitate students' integration in the professional life;</li> <li>2. Ability to work in a team;</li> <li>3. Developing constructive attitudes in various organizational contexts.</li> </ol>
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## 8. Course contents

8.2. Seminar		No. h	Teaching method	Observations
1	Presenting, describing and characterizing the company and its current activity	8	lecture and debate	Heuristic conversation Debate Teamwork Dialogue
2	Analyzing the organization of the company	12		
3	Analyzing the current management system of the company	16		
4	Analyzing the internal environment of the company	12		
5	Analyzing the micro-environment of the company	8		
6	Analyzing the macro-environment of the company	6		
7	Formulating alternatives of business development, based on the SWOT analysis of a company / DIY store and demonstrate their relevance referring to the national, European and global economic realities	8		
8	Identifying and substantiating the company's environmental strategies	12		
9	Strategies and policies implemented in the company	12		
10	Developing the marketing plan of the company	10		
11	Opinions regarding the company's relationship with the external (national and international) environment. Suggestions of business development	8		

### Bibliography:

1. Diaconu Mihaela (coord.), Marketing în turism (Marketing in Tourism), Economic Independence Publishing House, Pitești, 2003.
2. Drăghici C., Mihai Daniela, Brutu Mădălina, Curs de management – teorie și aplicații, (Management Course - Theory and Applications), Sitech Publishing House, Craiova, 2008.
3. Grosu Mădălina, Mihai Daniela, Instrumente de planificare și optimizare în managementul organizației (Planning and Optimization Instruments in Organizational Management), Sitech Publishing House, Craiova, 2005.
4. Mihai Daniela, Grosu Mădălina, Management, aplicații în comerț. Managementul activităților turistice – Studii de caz. Aplicații (Management, Applications in Commerce applications. Managing Tourism Activities - Case studies. Applications), Universitaria Publishing House, Craiova, 2005.
5. Nicolescu O., Verboncu I., Metodologii manageriale (Managerial Methodologies), University Publishing House, Bucharest, 2008.
6. Nicolescu O., Verboncu I., Management, Economic Publishing House, Bucharest, 1999.

### \*NOTE:

1. The internship in a company involves group work and conversation, activities that will be considered in the final evaluation.

2. The papers are made individually.

9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.

- Students' accuracy of using concepts specific to business management and development will meet the economic employers' expectations;
- The procedural and attitudinal competencies to be acquired during this course will meet the expectations of business representatives.

10. Evaluation

Activity	10.1 Evaluation criteria	10.2 Evaluation metod	10.3 Percent
10.4 Cours	-	-	-
10.5 Seminary / Homework	- analyzing student's products and interventions during the seminars - student's participation in project making and presentation	- the activity during the internship - the evaluation of individual papers and their presentation - students' participation in final debates of project analysis and interpretation	20%  50%  30%
10.6 Minimum standard of performance	Respecting the practice schedule at the assigned trainer company (minimum 75%), and developing and presenting a project on topics agreed with the tutor (evaluated at least note 5).		

Completion date,  
15.09.2016

Course teacher,  
PhD Lecturer Isac Nicoleta

Seminar teacher,  
PhD Lecturer Isac Nicoleta

Date of approval of the Board department,  
30 .09. 2016

Head of department,  
(provider)  
Phd.Assoc Prof. Daniela Mihai

Director de departament,  
(beneficiary),  
PhD Assoc. Prof. Daniela Mihai

**SYLLABUS**  
**STRATEGIES, METHODS AND TECHNIQUES OF SALES DEVELOPMENT, anul universitar: 2016 - 2017**

**41. Program information**

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

**42. Course information**

2.1	Name	STRATEGIES, METHODS AND TECHNIQUES OF SALES DEVELOPMENT									
2.2	Course teacher	PhD Assistant Professor Mădălina Brutu									
2.3	Seminar teacher	PhD Assistant Professor Mădălina Brutu									
2.4	Year of studies	II	2.5	Semester	2	2.6	Evaluation type	V	2.7	Course type	M

**43. Total estimated time**

3.1	Number of hours per week	4	3.2	of which course	2	3.3	seminar	2
3.4	Total hours from curriculum	56	3.5	of which course	28	3.6	seminar	28
<b>Time spent on individual study distribution</b>								<b>ore</b>
Study the textbook, course support, bibliography and notes								40
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								16
Tutoring								3
Examinations								2
Other activities								3
3.7	Total hours of individual study			94				
3.8	<b>Total hours per semester</b>			<b>150</b>				
3.9	<b>Number of credits</b>			<b>6</b>				

**44. Prerequisites (where applicable)**

4.1	of curriculum	The basics of Management, Commercial Management, and Sales Techniques studied during the Bachelor cycle.
4.2	of competences	analysis, synthesis, divergent thinking

**45. Requirements (where applicable)**

5.1	for courses	The lecture room should be equipped with a video-projector.
5.2	for seminars	The seminar room should be equipped classically.

**46. Specific acquired competences**

Professional competences	<ul style="list-style-type: none"> <li>• C1: Evaluating opportunities and risks specific to business environment;</li> <li>• C2: Making decision scenarios and forecasting their potential impact;</li> <li>• C3: Assuming the business decision and planning its implementation;</li> <li>• C4: Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5: Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6: Analyzing and interpreting market information for decision making in business;</li> <li>• C7: Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

**47. Course objectives**

7.1 <b>General objectives</b>	Familiarizing master students with the strategies, methods and techniques of sales development.
7.2 <b>Specific objectives</b>	<p><i>A. Cognitive objectives</i></p> <ol style="list-style-type: none"> <li>1. Learning the techniques of sales force sizing;</li> <li>2. Familiarizing students with the tools of developing sales strategies;</li> <li>3. Assuming the most effective sales strategies;</li> <li>4. Learning the techniques in prospecting sales activity;</li> <li>5. Identifying ways to rationalize the sales process;</li> <li>6. Presenting modern sales methods: direct sales and Internet sales;</li> </ol>

	<p>7. Familiarizing students with the methods and techniques of improving sales activity: strategic diagnosis, Six Sigma, TPS.</p> <p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. Managerial theories specific to the field of sales.</li> <li>2. Identifying some concrete situations to apply the methods and techniques of sales development.</li> </ol> <p><i>C. Attitudinal objectives</i></p> <ol style="list-style-type: none"> <li>1. Respecting the ethics in the profession of seller</li> <li>2. Cooperation and teamwork to solve various job tasks;</li> <li>3. Using specific methods to develop plans of personal and professional development.</li> </ol>
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#### 48. Contents

8.1. Course		Hours	Teaching methods	Remarks / used resources
1	The sales activity - an essential factor of company competitiveness: the place and role of sales within a company, defining the activity of sales, marketing versus sales	2	<ul style="list-style-type: none"> <li>• lecture</li> <li>• exposition</li> <li>• heuristic conversation</li> </ul>	<p><i>computer (PowerPoint presentation)</i></p> <p>PowerPoint short presentation</p>
2	Types of sales: the main classifications of sales types	2		
3	The philosophy of strategic management of sales: defining the sales strategy, defining the strategic management, approaching the strategic process in sales	2		
4	Forecasts in sales – an essential component of strategic management of sales: the importance of forecasts, their beneficiaries, forecasting methods and models	2		
5	Methods and techniques used in developing sales strategies: SWOT analysis, analysis of competitive external environment, BCG, General Electric, Arthur D. Little	4		
6	Developing some modern types of sales: direct sales and Internet sales	4		
7	Developing sales by the method of diagnosing the managerial resources of the sale subsystem	4		
8	Developing and improving sales activity by the method Total Performance Scorecard	4		
9	Six Sigma – a technique to redesign the sales system	2		
10	Final evaluation	2		
<p><b>Bibliography</b></p> <ol style="list-style-type: none"> <li>1. Brutu M., Tehnici de vânzări (Sales Techniques), University of Pitești Publishing House, Pitești, 2010.</li> <li>2. Brutu M., Managementul vânzărilor (Sales Management), Sitech Publishing House, Craiova, 2009.</li> <li>3. Brutu M., STRATEGIES, METHODS AND TECHNIQUES OF SALES DEVELOPMENT, (C.D.) 2016</li> <li>4. Donaldson B., Managementul vânzărilor (Sales Management), CODECS Publishing House, Romania, 1998.</li> <li>5. Drăghici C., Managementul vânzării (Sales Management), Universitaria Publishing House, Craiova, 2003.</li> <li>6. Heiman, S. E., Sanchez, D., The New Strategic Selling. London: Kogan Page, 2004.</li> <li>7. Gygi C., De Carlo N., Williams B., Six Sigma for Dummies, Wiley Publishing, Indianapolis, 2005.</li> <li>8. Pande P., Neuman R., Cavanagh R., Six Sigma, ALL Publishing House, Bucharest, 2009.</li> <li>9. Rampersad H.K., Total Performance Scorecard, Didactic and Pedagogical Publishing House, Bucharest, 2005.</li> <li>10. <a href="http://asq.org/sixsigma/">http://asq.org/sixsigma/</a></li> <li>11. <a href="http://www.balanced-scorecard.ro/">http://www.balanced-scorecard.ro/</a></li> <li>12. <a href="http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/">http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/</a></li> <li>13. <a href="http://www.rma.org.in/editor/uploads/files/six-sigma.pdf">http://www.rma.org.in/editor/uploads/files/six-sigma.pdf</a></li> <li>14. <a href="http://www.balancedscorecard.org">www.balancedscorecard.org</a></li> </ol>				
8.2. Applications: Seminar / Laboratory / Homework		Hours	Teaching methods	Remarks / used resources
1	Organizing seminar: presenting the course objectives and competences, distributing themes and essays. Presenting project themes and methods to make them	2	<ul style="list-style-type: none"> <li>▪ Dialogue</li> <li>▪ Work in group</li> <li>▪ Exercises for interpersonal awareness based on the essay with real opponent</li> <li>▪ Analysis of essays made</li> </ul>	<p>Within the first session are established the seminar obligations of the students and are specified the criteria which are to be used in the evaluation of the</p>
2	Simulating a strategic sales process	2		
3	Testing SWOT analysis model and the analysis of competitive external environment within a commercial company	2		
4	BCG, General Electric, Arthur D. Little methods	6		

5	Methods of sales force sizing	2	with real opponent ▪ Presentation ▪ Analysis of presentation ▪ Presentation of papers ▪ Critical-constructive analysis of works ▪ Analysis and comments of results ▪ Proposals to improve the communication capacity	learning results  Used resources: Paper, handouts
6	The practical sales-simulation process	2		
7	Internet sales	2		
8	Direct sale and its relation with direct marketing	2		
9	Method to diagnose the managerial resources of the sales subsystem - practical simulations	2		
10	Analyzing TPS concept	2		
11	Making balances of Scorecard	2		
12	Six Sigma - examples of companies that have successfully applied this technique	2		

#### Bibliography

1. Brutu M., Tehnici de vânzări (Sales Techniques), University of Pitești Publishing House, Pitești, 2010.
2. Brutu M., Managementul vânzărilor (Sales Management), Sitech Publishing House, Craiova, 2009.
3. Brutu M., STRATEGIES, METHODS AND TECHNIQUES OF SALES DEVELOPMENT, (C.D.) 2016
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6. Heiman, S. E., Sanchez, D., The New Strategic Selling. London: Kogan Page, 2004.
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12. <http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/>
13. <http://www.rma.org.in/editor/uploads/files/six-sigma.pdf>
14. [www.balancedscorecard.org](http://www.balancedscorecard.org)

#### 49. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers

- Learning correctly the specific concepts of strategies, methods and techniques of sales development in order to meet sales employers' requirements.
- The procedural and attitudinal competencies to be acquired during this course will meet the expectations of sales employers.

Note: The University of Pitești evaluates periodically the degree of satisfaction of the employers' representatives towards the professional and transversal competences acquired by our graduates.

#### 50. Evaluation

Activity type	10.1 Evaluation criterias	10.2 Evaluation Methods	10.3 Percentage in final mark
10.4 Course activities	the quality and consistency of treating subjects	written exam	10 %
10.5 Seminar activity Homework	analyzing student's products and interventions during the seminars + student's participation in project making and presentation	seminar activity + homework	90 %
10.6 Minimum requirements	Acquiring of at least the following competences: - Knowing at least 60% of the information taught at the course - Activity at the seminar of 50%.		

Completion date,  
September 29, 2016

Course teacher,  
PhD Assistant Professor Mădălina Brutu

Seminar teacher,  
PhD Assistant Professor Mădălina Brutu

Date of approval of the Board department,  
October 17, 2016

Head of Department,  
(provider)  
PhD Associate Professor Daniela Mihai

Head of Department,  
(recipient),  
PhD Associate Professor Daniela Mihai

